



BUSINESS BOOMERS.....

How to Attract Good Employees and Keep Them!

**Keeping your Employees
Motivated and Happy!**

Treat employees with respect and dignity

Above all, show them they are important and let them know they make a difference.

Offer nonmonetary incentives to increase productivity

Salary increases are costly, but dress-down days, flex-time and an occasional free lunch are not, and they can give your staff an additional boost for better productivity.

Reward employee creativity; Encourage new ideas; Give Credit

Commend your employees on work well-done; use their good ideas; give them the credit when their ideas turn into success for the company; if possible, offer rewards and bonuses.

Conduct Employee Reviews on a regular basis...Let them review you as well

This is a great way to open the door of communication between you and your employees. Let them know how they are doing, and how they can do better. Show them how their work is affecting your business. Give them the opportunity to speak freely about their jobs.

Set obtainable goals for your employees

Grant your employees the input to determine how they will reach specific goals; make sure that goals set are actually achievable. Offer rewards for goals reached early.

Offer competitive salaries; Compare local occupational wages

Are you paying your employees as much as a company in the next town? Paying decent salaries often reduces costly employee turnover. Not sure how much to pay for certain positions? Check local wage data for occupations on LaborMarket Information's web site at www.dlt.ri.gov/lmi/oes.htm.

Avoid rigid company rules, policy and regulation

Nothing de-motivates like a multitude of rules and guidelines that employees feel forced to follow.....your workers will spend many hours per week at their desks; make them feel as comfortable as possible; make them feel "at home."

Act upon and correct negative performance; Don't overlook it

Hard working employees will also see negative performance. If it's allowed, your dedicated staff will feel over-worked and under appreciated.

Promote Job Ownership

Job Ownership boosts employee responsibility and motivation. Employees feel responsible for their workloads and feel proud of their efforts.

Communicate, Communicate, Communicate, and Communicate!!!

Let your employees know what is expected. Spell out for them as easily as you can; point them in the right direction; you can't receive what you don't ask for....and above all, be a good LISTENER.



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Labor Market Information --- Employer Service Unit

Rhode Island Department of Labor and Training - www.dlt.ri.gov



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Things Every Employer Should Know

Minimum wage in Rhode Island is \$6.75 per hour

For more information on minimum wage, visit www.dlt.ri.gov/lis/minimumwage.htm

Legal Holidays in Rhode Island:

- New Year's Day, Jan 1st
- Memorial Day, last Monday in May
- Independence Day, July 4th
- Victory Day, second Monday in August
- Labor Day, first Monday in September
- Columbus Day, second Monday in October
- Veterans' Day, November 11th
- Thanksgiving Day, fourth Thursday in November
- Christmas Day, December 25th

Employer Service Unit.....assistance for all your business needs

Recruitment, training, posting job orders, referrals, and more

Phone: (888) 616-JOBS (5627), Fax: (401) 462-8722 www.dlt.ri.gov/ets/esu/esr.html

Labor Standards.....where the business laws can be found

General labor laws, child labor and required forms, holidays, and minimum wage

Phone: (401) 462-8550, Fax: (401) 462-8530 www.dlt.ri.gov/lis

Labor Market Information.....your source for statistics on RI's Economy

You can find data on occupational wages, industry projections, tax credit info., posters and more

Phone: (401) 462-8740, Fax: (401) 462-8766 www.dlt.ri.gov/lmi

RI COBRA Law affects employers with two or more employees

You must grant former employees the option of paying their health care coverage for up to 18 months.

www.rilin.state.ri.us/Statutes/title27/27-19.1/27-19.1-1.htm

RI Unemployment Insurance and Temporary Disability Insurance

Quick Reference Information.....www.dlt.ri.gov/lmi/pdf/quickref2004a.pdf

Tax Credits and Grants

There are numerous opportunities available to RI businesses today. Talk to an Employer Service Rep. to learn more. Phone: (888) 616-JOBS (5627), Fax: (401) 462-8722, www.dlt.ri.gov/ets/esu/esr.html

Workers' Compensation

Employees injured while on the job may be entitled to collect Workers' Compensation

Phone: (401) 462-8100, Fax: (401) 462-8105, www.dlt.ri.gov/wc

Workshare Program in Rhode Island

An alternative to layoffs in times of economic hardship; allows employers to reduce staff

hours and retain valuable employees. Phone: (401) 243-9177, www.dlt.state.ri.us/ui/WS.htm

Rapid Response Services

Before a layoff occurs, a team of specialists will meet with employees to ease their fears, assist with mass filing of Unemployment Insurance claims and inform workers of their options.

Phone: (401) 462-8811, www.dlt.state.ri.us/ui/rapidresponse.htm



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Equal Opportunity and Affirmative Action Information

Equal Opportunity and Affirmative Action towards its achievement is the policy of all departments and units of RI state government - it should be your goal as well. Important laws on discrimination include:



Equal Pay Act of 1963

Prohibits sex discrimination in payment of wages to women and men performing substantially equal work in the same establishment.

Title VI of the Civil Rights Act of 1964

Prohibits discrimination in employment based on race, color, religion, sex, or national origin.

Age Discrimination Act of 1967

Prohibits discrimination based on age in employment for employees 40 years old and older.

Pregnancy Discrimination Act of 1973

Prohibits discrimination in employment based on pregnancy and related conditions.

Veterans Readjustment Act of 1974

Prohibits discrimination based on Vietnam-era veteran status or special disabled veteran status in federally assisted programs and requires affirmative action to employ and advance in employment qualified special disabled veterans.

Title I and V of the Americans With Disabilities Act of 1990

Prohibits employment discrimination against qualified individuals with disabilities in the private sector and in state and local governments.

Civil Rights Act of 1991

Provides monetary damages in cases of intentional employment discrimination.

Discriminatory Practices Include:

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| - Harassment on the basis of race, color, religion, sex, national origin, disability, or age; | - Denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability. Title VII also prohibits discrimination because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group. |
| - Retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices; | |
| - Employment decisions based on assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities; | |

Whistleblowers' Protection Act

An employer shall not discharge, suspend, demote or discriminate against an employee who reports a violation of a law/regulation; or because an employee is requested to participate in an investigation; or because an employee refuses to violate a law. For more information, visit www.whistleblowers.org.

Develop your own Affirmative Action Plan

Brainstorm with staff and put in writing your efforts to combat workplace discrimination. For more information visit the US Equal Employment Opportunity Commission at www.eeoc.gov.



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Conducting a Successful Interview

Be prepared; know what questions you're going to ask

Research the position, identify skills a qualified candidate should possess; if there is more than one person doing the interview, work together and be ready.

Be courteous; be on time; put YOUR best foot forward

Show potential employees that your company is a great place to work.



Conduct the interview in a comfortable place; eliminate interruptions

Your office is not a good place to conduct an interview. Use a conference room, private break area or other room where you won't be interrupted.

Listen attentively; make eye contact; get to know the applicant

You can learn a great deal about a person by simply listening to what they say and how they say it. Do they communicate well? Are they being honest? Listen and you'll know.

Utilize RI's netWORKri Employer Service Unit

Meet with an Employer Service Representative, they can

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|--|--|
| - assist you with candidate search | - provide you with labor market occupational wages |
| - interview and screen applicants for you | - assist you in many business needs |
| - get you involved in job fairs and recruitments | - check references of potential employees |
| - inform you of available tax credits and grants | - assist with on-the-job training |

Ask permissible questions; avoid issues which may be illegal

A good rule of thumb; if you think it's illegal, it probably is, DON'T ASK IT!
Any question you ask MUST be related to the available job. Avoid vague questions.

Give the applicant time to ask questions about the company and the job

Sell the position and the organization; create goodwill. This person has the potential to increase your profits.

Follow up with applicants who weren't offered the position

Never burn bridges; you may need this applicant in the future.

Questions you should ask.....

Are you authorized to work in the United States?

Are you over the age of 18? What schools did you attend?

Would you be willing to relocate? Are you willing to travel as needed?

Will you be able to work overtime if necessary?

Are you able to lift a 50-lb weight and carry it as part of the job?

Have you ever been convicted of the following crime? (the crime should be related to performance of the job)

Are you able to perform the essential functions of this job? Can you demonstrate how you would perform this job? After a job offer has been made, you will be required to take a medical exam.

Questions you should NEVER ask.....

That's an unusual name, where are you from?

How old are you? When did you graduate?

Are you married/engaged/divorced? Do you have children?

Who do you live with? Are you planning on starting a family?

How tall are you? How much do you weigh?

Have you ever been arrested?

Do you have any disabilities? Please complete this medical history.

Have you ever been hospitalized? Have you had any major illnesses?

Are you taking prescribed drugs? Have you been treated by a psychiatrist?

For drug addiction or alcoholism?



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